

New Employee Performance Appraisal Process

To Implement Fall 2005

Shortcomings of Present Process

- No standardization across evaluations
- Wide variance in skill in writing standards
- Little connection between the performance standards and the Job Description Questionnaire that describes the job

Shortcomings of Present Process

- Core organizational values are not measured
- Management and supervisory skills are not measured consistently
- Too much paper generated
- Errors in calculating the scores
- Time consuming to enter scores into the BANNER System.

Benefits of Proposed Process

- Standardized measures of Core Values
- Supervisory and management skills measured consistently
- Standards tied to JDQ

Benefits of Proposed Process

- Less paper generated
- Automatic calculations
- Electronic entry into BANNER
- Electronic history of appraisals

Ties to LCBCC Core Values

- ◆ Leadership
 - People management, planning and organizing, problem solving
- ◆ Quality
 - Communications, teamwork, safety, technical knowledge and expertise
- ◆ Customer Satisfaction
 - Customer focus/service
- ◆ Employee Satisfaction
 - People management, safety
- ◆ Professionalism
 - Dependability, initiative

Process Flow	
<u>Beginning of appraisal period:</u>	
1.	Set up the form as the performance plan with standards and weights.
2.	Discuss plan with employee.
3.	Everyone signs off with electronic signature.
4.	Plan is online and accessible to supervisor, director, employee and HR.

Process Flow	
<u>Midpoint Review (If ongoing employee)</u>	
1.	Have an informal discussion of performance with the employee.
2.	Everyone signs off with electronic signature.
3.	Plan is online and accessible to supervisor, director, employee and HR.

Process Flow	
<u>Probationary or Annual Appraisal</u>	
1.	Manager, rate standards and discuss with employee.
2.	Manager, insert comments.
3.	Everyone signs off.
4.	Score goes into BANNER
5.	Plan is online and accessible to supervisor, director, employee and HR.

Process Flow

New Performance Plan

The process is repeated each appraisal year:

- Performance Plan
- Midpoint Review
- Annual Appraisal

Next Steps

Human Resources will:


- Present draft for comment at department and division staff meetings for next month.
- Incorporate input as appropriate.
- Work with MIS to design online form and process
- Advertise and conduct training on new form and process
- Implement new process in October 2005.



PERFORMANCE BONUS

A REPLACEMENT FOR MERIT PAY


To implement Fall 2006



PERFORMANCE BONUS

Why Change From Merit Pay?


- Criteria for selection inconsistent across the organization.
- No connection to work unit performance.
- Steady increase in # persons who receive merit pay
 - 380 employees received merit in 2005.
 - 71% of career service received merit.



PERFORMANCE BONUS

Aspects of the New System


- Continues to be for Career Service Employees only.
- Performance Appraisal is only part of criteria; must have EXCELLING rating.
- Department Director makes final choice based on Division Director justification.



PERFORMANCE BONUS

Aspects of the New System


- Overall, departments get prorated share to fund about fifty \$1,200 bonuses (\$60,000 total). Amount of bonus can be less.
- Lump sum bonus would be paid in early December- NOT April.

**PERFORMANCE BONUS**
Benefits of the New System


- Consistent Criteria

Contributions to at least one of the following:


- o Providing work unit services
- o Accomplishing work unit goals
- o Outstanding service to citizens

**PERFORMANCE BONUS**
Benefits of The New System

- Focus on work unit goals and accomplishments
- Distribute to persons who really made a difference
- Require less money
- Enough money to make a difference
- Given close to the time work units review their accomplishments

**PERFORMANCE BONUS**
How The System Will Operate


- Career service employees are evaluated at anniversary date (as in past).
- Most current score is used (as in past).
- Career service employees with EXCELLING ratings are the pool for Performance Bonus recommendations.



PERFORMANCE BONUS
How The System Will Operate

IN OCTOBER,


- Division Director submits Performance Bonus justification to Department Director; can recommend more than one employee.
- Department Director selects employees to receive bonuses; may only expend prorated funds.



PERFORMANCE BONUS
How The System Will Operate

AT END OF OCTOBER,

- Department Director sends selection forms to Human Resources.
- Human Resources reviews for completeness and accurate score.



PERFORMANCE BONUS
How The System Will Operate

IN NOVEMBER,

- Human Resources submits entire list of recipients to Board for approval

EARLY DECEMBER,

- After Board approval, list goes to Payroll and checks are issued
